

DCI spoke with DDCI re
Secretarial-Clerical MAG
recommendations. Just STAT
wanted to point out for
DCI that paper has been
sent to OP for action
noting that some recommen-
dations can be implemented
immediately (eg. including
clericals in evaluation panels
— altho not so stated).

We (DT & VP) are planning to
follow-up on the actions and
have them implemented or
underway by the time DDCI
returns from leave.

ILLEGIB

Dolores

GEORGE — follow up on

SEC-CLERICAL MAG MEETING.

panels

10 July 1979

STAT MEMORANDUM FOR :
SA/DCI

STAT FROM : Chairman
Secretarial/Clerical Management Advisory Group

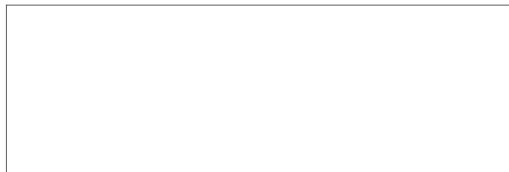
SUBJECT : Topics for Discussion with the Director of Central
Intelligence, Thursday, 12 July 1979, 1400 hours,
7D64, Headquarters

STAT Per your conversation the other day with former
Chairman of the group, the following are the topics that the Secretarial/
Clerical Management Advisory Group plan to discuss with the Director
during our meeting with him on 12 July 1979.

- Item 1. Review of the Senior Secretarial/Clerical
Career Panels (paper attached).
- Item 2. The situation of displaced persons in the
event of:
 - reorganization
 - voluntary IWOP
 - maternity leave
 - overseas assignments
- Item 3. Cross-directorate movement for secretaries
and clericals.
- Item 4. Agency-wide Upward Mobility Program.
- Item 5. Secretarial/clerical training.

STAT

Attachment:
As stated



10 July 1979

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM :
Secretarial/Clerical Management Advisory Group

SUBJECT : Review of Senior Secretarial/Clerical Career Panels

REFERENCE : DDCI Memo to Multiple Addressees, 13 April 1978,
"Establishment of Career Service Panels for the
Career Management of Secretarial and Clerical
Personnel"


1. The Career Service-level Senior Secretarial Panel system that you established in May 1978 has been in operation for about a year. The Agency Secretarial/Clerical Management Advisory Group recently completed a review of the panel system to determine if it has facilitated more formalized, uniform and expanded career management programs for the Agency's secretarial-clerical work force. This memorandum highlights our findings and offers several recommendations for changes that we feel would bring more uniformity to the career panels. We suggest that our recommendations be forwarded to the DDA for consideration by the NAPA task forces charged with developing a more uniform personnel system.

2. In general, we found that the panels are uniform in many respects. All panels, however, reported a lack of guidance from the Office of Personnel. The following are our observations on some of the major differences in the panels' policies and procedures along with recommendations for changes.

Panel Structure, Policy, Procedures, and Responsibilities

3. The DDA, NFAC, and DDS&T senior secretarial career panels serve only secretarial personnel. Clerical personnel in these Directorates are either served by sub-panels or are not represented at all by panels. DDO and the E Career Service represent both clericals and secretaries. These two panels handle clericals separately from secretaries for the purposes of rankings and filling vacancies.

Recommendation: The Secretarial/Clerical Management Advisory Group recommends that DDA, NFAC, and DDS&T senior secretarial career panels be instructed to expand their areas of responsibility to include senior clericals in their Directorates and that these panels also handle the clericals separately from the secretaries.



Ranking Procedures

4. The group found that all of the panels use the Fitness Report, supplemented by personnel files, as their basic sources for the ranking process. All panels, with the exception of the DDO and DDA panels, also use personnel evaluation sheets prepared by the supervisors to supplement the Fitness Reports of the employees being ranked.

5. The results of the panel rankings are maintained only by the panels, and by the Career Management Staff (CMS) in the case of DDO, and do not become part of an employee's personnel record. Employees are given their ranking only upon request. Office heads and/or supervisors are also given the results of the rankings of the employees under their supervision only upon request.

6. All panels accept appeals from employees who are not satisfied with their rankings; however, no panel has published formal appeal procedures. Only the DDO and the E Career Service Panels have received appeals from employees. As a result of these appeals, the E Career Service has changed one employee's ranking and the DDO has made no changes to their initial rankings.

Recommendation: We recommend that all the panels be provided a required list of documentation to be used in the ranking process. We feel the Fitness Report should remain the basic document; however, it should be supplemented by evaluation sheets, personnel files, and any other source of information that would give the best possible profile of the employees being ranked.

The group recommends that all the panels, and CMS for the DDO, be required to provide the employee with his or her rankings and that supervisors be provided a list of the rankings of the employees under their direct supervision. Failure to do this, we feel, results in a serious breakdown in communications among the employee, the supervisor, and the panel.

The group also recommends that all panels publish formal appeal procedures for employees to use if they feel that they have received an unjust ranking.

Selection for Vacancies

7. All panels and DDO/CMS issue vacancy notices for GS-08 and above positions. From the applicants, the E Career Service, NFAC, DDA, and DDS&T panels send the top three files to the supervisor for selection. All of these panels require justification from the supervisor for not selecting any of the candidates forwarded by the panel. Upon justification, the panels will forward additional files to the supervisor for selection. In the DDO, CMS forwards to the supervisor all applicant files received and, in addition, may forward files of individuals expected to return from

overseas assignments. CMS recommends the top three candidates based on the last rankings, but the supervisor is not required to select one of the three or to justify rejection of the top candidates. All Directorates, except DDS&T, allow applicants two grades below the grade of the vacancy to apply for the vacancy. DDS&T allows applicants three grades below the vacancy to apply.

liberalize instead →
Go other direction ?

Recommendation: If the panel procedures remain as they are now, we feel that the DDO should conform to the procedures followed in the other Directorates and send only the top three candidate files for consideration, requiring justification for refusal of these candidates before additional files are forwarded.

The group also recommends that, in accordance with HR 20-17d, the DDS&T should conform to the two-grade requirement for applicants for vacancies.

Career Management

8. Cross-directorate assignments were reported by all panels to be of major concern. Under the present panel procedures such assignments for senior secretaries and clericals are virtually impossible. Panels are only going outside of their Directorate when no suitable candidate for a vacancy can be identified within the Directorate.

9. The group has found that career counseling for secretaries and clericals is very minimal everywhere except in the DDO. CMS does provide career counseling for secretaries and clericals in the DDO and also recommends candidates for advancement into professional fields.

Recommendation: The group believes that the possibility of an Agency-wide Senior Secretarial/Clerical Panel for GS-08s and above, should be considered. These panels could be made up of representatives of all the Directorates and could facilitate the cross-directorate movement of secretaries and clericals.

In the area of career counseling the group recommends that all of the panels should be made responsible for maintaining a career counseling program for secretaries and clericals within each of their Directorates.

Promotions

10. In the DDO promotions are determined by the annual panel rankings and the availability of headroom. Headroom is determined for the various grade levels and the top ranked individuals are promoted against the available headroom regardless of the grade of the position the individuals are occupying at the time of promotion. In all other components, an

employee must be in a slot which has headroom in order to be promoted. The DDA and NFAC panels recommend promotions in cases where headroom is available, while the E Career Service and the DDS&T panels only review promotion recommendations submitted by supervisors.

Recommendation: The group feels that the question of promotions is a very complex one and that the Office of Personnel should be tasked with developing a uniform policy concerning promotions of secretaries and clericals.

Policy Issues

11. In the DDO CMS handles placement of individuals displaced through reorganization--or returning from Leave Without Pay or extended sick leave. In the other Directorates these cases are handled by parent offices or by the panels on a case-by-case basis. It was found that no one panel had an easy solution to this problem.

12. Assignments of husband and wife teams to overseas positions have presented some problems. The DDO tries to assign such teams whenever it can; the DDA gives no preference to spouses; the DDS&T leaves the matter to the concerned office. NFAC and the E Career Service do not have this problem.

Recommendation: On the problem of displaced persons the group recommends that firm guidelines be established based on the type of displacement. Individuals displaced through reorganization should be assigned the first available job at the grade of the slot lost. Individuals on extended sick leave for maternity reasons should be guaranteed the slot left if at all possible. If not, they should be given the first available at their grade. Individuals on LWOP to accompany spouses on overseas assignments should be guaranteed a job at the same pay, not necessarily the same grade, as the job they left, and they should be given the right to compete for jobs at their old grade or higher. Individuals on extended LWOP for family reasons, external training, etc., should be guaranteed a job and should be allowed to compete for available jobs, with the understanding that this may involve a down-grade.

In the assignment of husband and wife teams overseas, the group recommends that spouses should be considered in competition with other applicants and only the best qualified candidate should be selected for the position. No preference should be given spouses since to do so would discriminate against unmarried individuals or individuals whose spouses do not qualify for overseas assignments.

Communications

13. All panels reported that they try to keep secretaries and clericals and their supervisors informed of panel activities. To date, however,

most panels have received little feedback from supervisors or secretarial/clerical employees. Only DDO reported having received any feedback, and they report that this has been generally favorable.

Recommendation: The group recommends that all the panels institute some means of obtaining feedback from employees and their supervisors.

CONCLUSIONS:

14. The Secretarial/Clerical Management Advisory Group found overwhelming support among secretaries and clericals for the new "no bumping" policy. This was mentioned by almost all interviewed as the biggest accomplishment of the panels to date. Another benefit derived from the establishment of secretarial/clerical panels has been the increased awareness of managers and supervisors of the problems affecting secretaries and clericals.

15. The group found that there is much confusion among employees as to the exact purpose of the panels. While one primary purpose of the panels is to rank employees, only the DDO uses these rankings for promotions. NFAC considers the rankings when recommending candidates for vacancies and the remaining Directorates do not use the rankings at all.

16. A great deal of support was voiced for abolishing panels in favor of a career management system in each Directorate which could perform all the duties now done by the panels. In addition, the career management systems could perform career counseling, coordinate with the new Agency-wide Upward Mobility Program when put into effect, recommend training, and provide other services similar to those now available in the DDO through their Career Management Staff.

STAT



Distribution:

Orig - DDCI

1 - DCI

1 - Chairman, "E" Career Service Secretarial/Clerical Career Panel

1 - " DDA " " " " " "

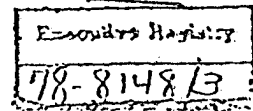
1 - " NFAC " " " " " "

1 - " DDS&T " " " " " "

1 - DDO/CMS

1 - ER

STAT DCI/ER (10 July 79)



13 April 1978

REFERENC

MEMORANDUM FOR: Deputy Director for Administration
Director, National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service Board

FROM : Deputy Director of Central Intelligence

SUBJECT : Establishment of Career Service Panels for the
Career Management of Secretarial and Clerical
Personnel


1. A review has been completed of the career management of secretarial and clerical personnel. On the basis of this review, the Director and I have concluded that there is a clear and definite need for more formalized, uniform and expanded career management programs. These programs will assist talented personnel in expanding their potential fully, increasing career opportunities, enriching the job environment, and allowing the Agency and the individual employees to more fully realize the maximum use of the qualifications and experience represented by these groups of employees.

2. Effective immediately, each Head of Career Service will initiate planning and undertake actions leading to the establishment by 15 May 1978 of a Career Service-level Senior Secretarial Panel for the career management, development, competitive evaluation, ranking, promotion and assignment of secretarial personnel in Grades GS-08 and above within the Career Service. In addition, a panel (or panels as may be dictated by the size and composition of the secretarial and clerical employee occupational groups) will be established by each Career Service and their Sub-groups to administer the career management functions for other secretarial (i.e., GS-07 and below) and all other clerical employees.

3. The Office of Personnel will develop and provide you with further instructions and guidance to assist in your development of these panel structures. Included in this guidance will be our policy

decision restricting the assignment of individuals to GS-08 and above secretarial positions to employees with personal grades either at the grade level or no more than one grade level below that of the position to be filled and the requirement that all qualified personnel are considered for each position with panel nominations of the three "best" qualified candidates for the supervisor's selection.

STAT


✓ Frank G. Carlucci

cc: DCI
D/Personnel
AO/DCI

note

- communicate in your rep.

*Pamphlet for new employees - orientation
expl. work
lays out panels etc est. to
help them*